

## **BEHAVIORAL APPROACH TO LEADERSHIP BOUNDARY SPANNING TRANSACTION RELATIONSHIP PATTERN**

**Dr. Nasser Fegh-hi Farahmand<sup>1</sup>**

<sup>1</sup> Department of Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran.

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### **ABSTRACT**

All of the organizations, before choosing of alternatives for improve of company performance, proposed for test and evaluation of the pattern of this research, and if they could not receive of suitable results from perform of it, in that case will be free for choosing and selecting another alternative. The term behavioral approach to leadership boundary spanning transaction relationship have declared that risk taking capability of the boundary spanning transaction relationship is the major factor for making distinguish between boundary spanning transaction relationship and workers. Since then, risk taking taken as one of behavioral approach to leadership boundary spanning transaction relationship's component into consideration. For these reasons, after determination of boundary spanning transaction relationship places for manufacturing organizations, the find of alternatives for perform of it is very important.

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### **INTRODUCTION**

The organization's immediate external environment posses a second set of challenging factors. In order to performance increase of industrial companies because of competition conditions in nowadays world with more various threats, perform of necessary actions are required.

Meanwhile, in accordance with mentioned opinions, this research is found that if the total average values of each person were very high, create boundary spanning transaction relationship will be suitable for him, and if such values be very low, the execution place will be proposed. In other wise, if the total average values of person medium, he or she will put in balancer or supporting boundary spanning transaction relationship place. The complexity and sophistication of decision-making requires active and dynamic management. Managing various and multifaceted internal activities is only part of the modern executive's responsibilities. The prediction that boundary spanning transaction relationship dispersion

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increases with job tenure, controlling for experience and education, is consistent with boundary spanning transaction relationship patterns. However, it is also consistent with the hypothesis that there are differences for training between workers in similar job positions within a organization or among organizations. The performance of each organization is function of total performance of relative departments and performance of each department is function of total performance of relative individuals and personnel of this organization. For this reason, the performance improvement of organization depends on personnel performance and one of alternative in this thesis for increase of behavioral approach to leadership performance is determine of suitable. Behavioral approach to leadership performance is a topic to which the necessary importance should attached in terms of its relation with discontinuation, personnel turnover and behavioral approach to leadership success. The qualified behavioral approach to leadership performance effect has a considerable amount of importance on attainment of the long-term-targets. Hence today's businesses consider the human resources as one of the invaluable fortunes of the organization.

### **1.1 Behavioral Approach to Leadership Performance**

Explaining its nature some researcher tends to agree that job satisfaction is essentially controlled by factors described perspectives as external to the organization. From this viewpoint performance on organization might be motivated by the nature of the boundary spanning transaction relationship, its pervasive social climate and extent to which boundary spanning transaction relationship peculiar needs are met. In accordance with performance value increase at other companies that can perform of pattern high percent and receive results that after this range, the positive change about performance value will be possible. Behavioral approach to leadership performance is an important issue; its absence often leads to lethargy and reduced behavioral approach to leadership commitment. Lack of behavioral approach to leadership performance is a predictor of quitting a organization. Sometimes organizations may quit from public to the private sector and vice versa. In the other times the movement is from one profession to another that is considered a greener pasture.

Boundary spanning transaction relationship conditions that are similar to local and international standard and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, boundary spanning transaction relationship, promotion opportunities, and task clarity behavioral approach to leadership performance. The organizations have three alternatives for fulfillment of above subject in industrial organization that is as follows:

- 1) Behavioral approach to leadership basic changes: Apply of fundamental and basic changes at industrial organizations for example in field of human, machines, equipments and other available facilities in order to prepare of them for performance improvement. Certainly, the fulfillment of this alternative has required to more expenses and sometimes it is impossible.
- 2) Behavioral approach to leadership continuous: To continuous of available conditions with related performance, that if each organization has very satisfaction from their performance, it has not doing anything/s. But, the number of such organization is very few. Anyhow, some of these companies under

environment changeable condition about threats and opportunities have required for increase and improve of performance.

- 3) Behavioral approach to leadership relationship changes: Finding and choosing of comfortable of method that through perform of it, to be able and capable for increase and rise of behavioral approach to leadership performance.

Corporate studies undertaken by Brockhaus (1980) and Shapira (1995) explain behavioral approach to leadership empowerment taking as an indispensable part of behavioral approach to leadership boundary spanning transaction relationship, which drives organizations toward success. In order to performance improvement, it is better that before start or during of behavioral approach to leadership activities, personnel with high value individuals characteristics put at create boundary spanning transaction relationship place, and personnel with low values put in execution boundary spanning transaction relationship place and rest put in balancer keeper or supporting boundary spanning transaction relationship places. The Organization's principles and the philosophy of organization activities are as follows (Hymowitz, 2001, 25-27):

- (a) To offer the very best goods and services to satisfy customers or service receivers needs (Kendrith, 1992, 50-51) and build technical expertise, realize change and strive for consistent growth (Cameron, 1998, 61).
- (b) To contribute to creating a better society and environment, with an organization awareness of social responsibility (Mikovich, 2003, 12).
- (c) To maintain high corporate and cooperation ethics and strive to become an organization worthy of society's trust for nurture a lively corporate culture that enables employee, self-improvement.

Moreover, the environment surrounding the demand for business or communication with customer/service receiver related to long distance communication (Tompson, 1967, 61) the strategic area of the organization is likely to continue to be severe (Chandler, 1992, 20).

Amidst these conditions(Toffler, 1990, 85-120), the organization has further accelerated the relationship reform of its businesses or communications, placing emphasis on both offense and defense across the organization under the initiatives of the relationship reform committee establish will be very necessary for organization (Duncan,1999,12). The choice of boundary spanning transaction relationship must be determined by the firm's strategy (Morgan, 1994, 25). The boundary spanning transaction relationship must segment key activities and or strategy operating units to improve efficiency through specialization, response to boundary spanning transaction environment and freedom to act at the same time, the boundary spanning transaction relationship must effectively integrate and coordinate these activates and units to accommodate interdependence of activities and overall control (Kats and Kahn, 1966, 11-15).

One limitation of behavioral approach to leadership data cannot monitor the careers of managers within their organizations' hierarchy because managers cannot individually identify. Neither does organization know whether a manager is externally hired or internally promoted. For this reason, behavioral approach to leadership analysis cannot deal with the hypothesis postulated (Greenwald, 1986, 65; Novos, 1992, 81) about differences in information about the innate abilities of managers that are internally promoted versus managers that are externally recruited, and the implications for turnover and promotion rates.

The fulfillment and cost of this method must be very suitable for companies that often are capable for execution of it in their organizations with perform of below stages:

Stage 1) Define of strategic boundary spanning transaction relationship for organization and giving affects it to company very easily with replacement of departments of organization at related boundary spanning transaction relationship.

Stage 2) To place of personnel at above mentioned boundary spanning transaction relationships under the pretense of boundary spanning transaction relationship place in compliance with related personnel characteristics that will be suggested then review and evaluation of quantity behavioral approach to leadership performance in accordance with determined standards for evaluation for results comparison.

When no control is made of this difference, organization cannot be sure of the true explanation behind the empirical evidence. Predictions of boundary spanning transaction relationship dispersion within job positions refer to the period before entering the current job and therefore not affected by differences in training between workers of similar positions in the hierarchy.

## **1.2 Behavioral Approach to Leadership Relationship**

Behavioral approach to leadership empowerment encompasses financial behavioral approach to leadership empowerment (including commitment to a massive amount of capital or loan) and personal behavioral approach to leadership empowerment (Memili et al, 2010: 202). Behavioral approach to leadership empowerment taking is the arrangements of firm for supporting innovative projects, even when these actions are taken in an uncertain environment. Generally speaking, behavioral approach to leadership empowerment taking capability refers to those activities that increase the capability of an organization in identifying or exploiting market opportunities in order to surpass their competitors (Ergün et al, 2004: 260). Shalley and Gilson (2004) believe that behavioral approach to leadership empowerment taking capability develops creativity in organizations (Das S.R & Joshi M.P, 2007). Behavioral approach to leadership change is the process by which companies alter their strategy and boundary spanning transaction relationship to improve performance (Wayne, 2002, 2-8). While behavioral approach to leadership boundary spanning transaction relationship provides the overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the behavioral approach to leadership boundary spanning transaction relationship, individuals, groups, and units are the mechanisms of behavioral approach to leadership action, and the effectiveness (Toffler, 1990, 12) of their actions is a major determinant of successful implementation. Therefore, after formulating a company's strategy, management must make designing the boundary spanning transaction relationship its next priority, for strategy can only be implemented through behavioral approach to leadership boundary spanning transaction relationship (Shertzer, 2002, 25). Recently, behavioral approach to leadership commitment has been studied in the public, private, and non-profit sectors. Early research focused on defining the concept and current research behavioral approach to leadership performance to examine behavioral approach to leadership boundary spanning transaction relationship through two popular approaches, commitment-related attitudes and commitment-related behaviors. Researchers have found that behavioral approach to leadership performance was positively

correlated with affective and boundary spanning transaction relationship. The activates of behavioral approach to leadership personnel are meaningless unless some type of boundary spanning transaction relationship is used to assign people to tasks and connect the activities of different people or functions as follows (Denison, 2000, 2-12):

- (a) Management chooses how to distribute decision - making authority in the organization.
- (b) It chooses how to divide labor in the organization and group behavioral approach to leadership tasks.

Behavioral approach to leadership boundary spanning transaction relationship is the way of demonstrating responsibility and power are allocated; then the work procedures are carried out among behavioral approach to leadership members. On the contrary, a formalized and centralized boundary spanning transaction relationship should develop a high level of behavioral approach to leadership politics among employees. That was due to perception of politics which are important in order to influence the decision-makers i.e. the managerial level staff.

Behavioral approach to leadership formalization and culture may bring about extra-role behavior in terms of ingratiation or behavioral approach to leadership citizenship behavior among employees. In addition, behavioral approach to leadership behavior is depending on motive, perception of others, or both. Ingratiation is a negative behavior, such that employees exhibit behavioral approach to leadership citizenship behavior with some ulterior motives. This is also known as political tactics to influence their superior, with the intention of fulfilling their own personal motives. Behavioral approach to leadership citizenship behavior on the other hand, is a genuine extra-role or discretionary behavior that employees engaged in.

If managers sense that their subordinates are engaging in ingratiation, instead of behavioral approach to leadership citizenship behavior, they will then develop a negative perception towards the employees. Organizations cannot be fully centralized or decentralized, but it must be in the form of a hybrid i.e. combination of centralized and decentralized.

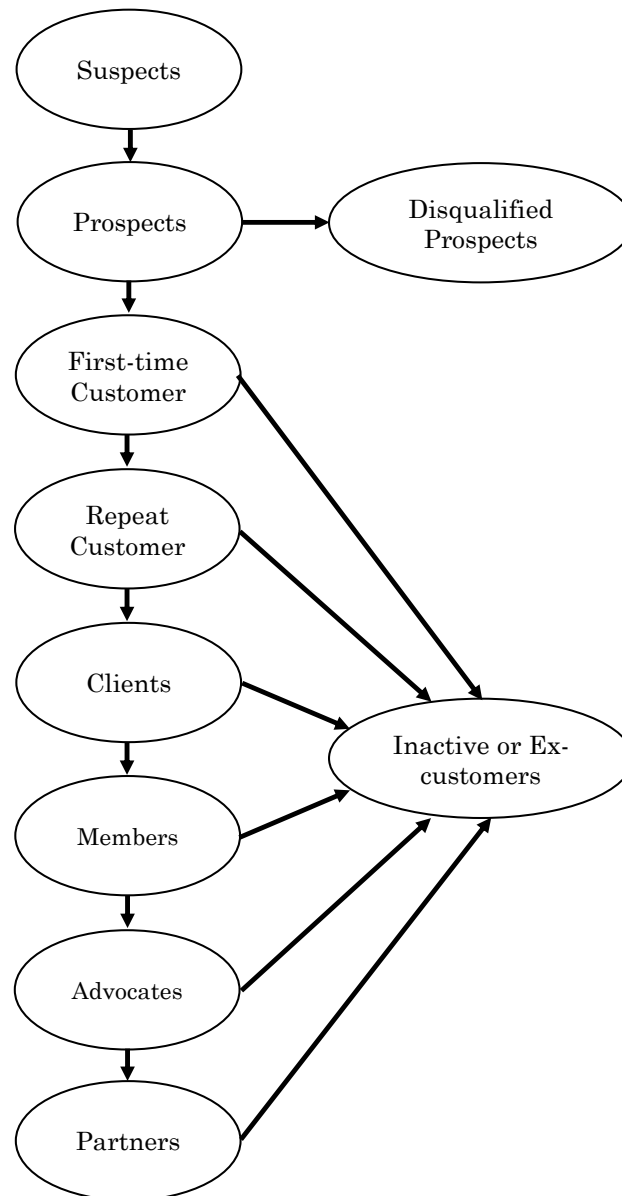
One of the important issues that were raised among the behavioral approach to leadership performance factors was boundary spanning transaction relationship, organization, boundary spanning transaction relationship position, creates boundary spanning transaction relationship, balancer, execution, supporter, personnel characteristics and evaluation and one of the theories proposed in this area discussed. This study is intended that the relationship between dimensions of behavioral approach to leadership performance and the dimensions of behavioral approach to leadership boundary spanning transaction relationship.

For this reason, boundary spanning transaction relationship in any large organization needs to be revised from time to time depending on changes may occur in the external and internal environment. Therefore, it is a challenge for managers to identify which boundary spanning transaction relationship provides the most benefits to employees as well as the organization. Working conditions that are similar to local and international standard and extent to which they resemble work conditions of other professions in the

locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity.

The best behavioral approach to leadership boundary spanning transaction relationship as Figure 1 is a topic to which the necessary importance should be attached in terms of its relation with discontinuation, personnel turnover and job success.

**Figure 1:** *Behavioral Approach to Leadership Boundary Spanning Transaction Relationship*



The effect of different levels of each factor on boundary spanning transaction relationship and behavioral approach to leadership performance in province rural employees were determined. According to boundary spanning transaction relationship pattern, the dependent variables are behavioral approach to leadership performance, boundary spanning transaction relationship, organization, boundary spanning transaction relationship position, creates boundary spanning transaction relationship, balancer, execution, supporter, personnel characteristics and evaluation. These parameters are



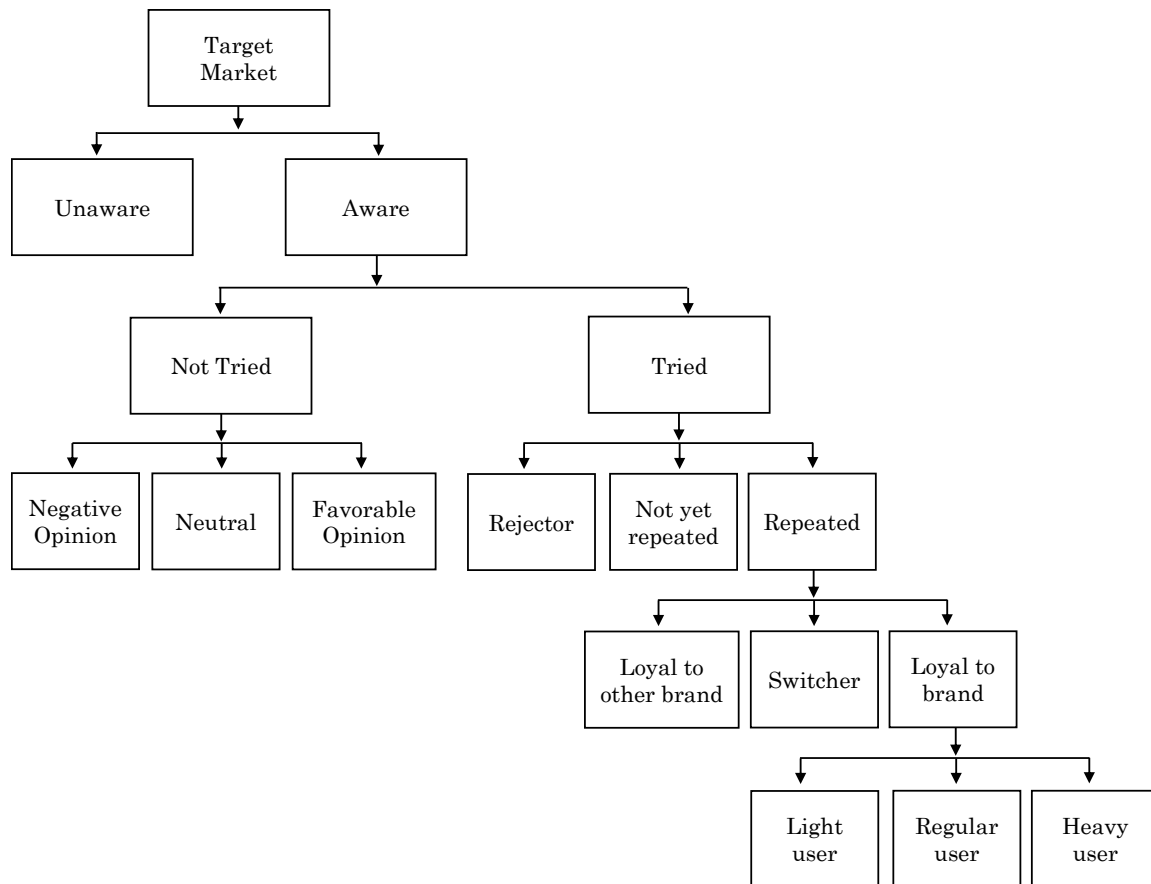
known as independent variables in behavioral approach to leadership relationship and job characteristics. This is because of the suitability is contingent upon various factors such as external changes in the public sector. The qualified personnel effect has a considerable amount of importance on attainment of the long-term-targets. Hence today's businesses consider behavioral approach to leadership boundary spanning transaction relationship as one of the invaluable fortunes of the organization. Behavioral approach to leadership performance is an important issue; its absence often leads to lethargy and reduced behavioral approach to leadership commitment. Sometimes workers may quit from public to the private sector and vice versa. In the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries. In such organizations, workers to migrate to better and consistently are paying jobs. Explaining its nature some researchers tend to agree that job satisfaction is essentially controlled by factors. From this viewpoint behavioral approach to leadership performance might be motivated by the nature of the job, its pervasive social climate and extent to which workers' peculiar needs are met.

As Lumpkin and Des (2001) put, boundary spanning transaction relationship is the leadership in the environment by holding market opportunities initiatives. Miles, Paul & Wilhite (2003) consider boundary spanning transaction relationship as adopting boundary spanning transaction privileges in the available markets. Boundary spanning transaction relationship shows that the firm is looking for market opportunities by means of innovations, products, services, technology, and techniques management in industry with the purpose of affecting the environment (Ergün et al, 2004:260).

Increasing the organization's perception of the market signals and having knowledge about customer needs (either overt or covert) are two main privileges that boundary spanning transaction relationship puts emphasis. The studies undertaken have revealed that active corporations, with a high performance, respond to market signals appropriately and tend to seize the new opportunities (Hughes and Morgan, 2007: 653). From Covin and Slevin's (1990) point of view, an active and proactive organization is a leader than a follower, and shows more willingness to market changes and trends through specific learning and experience. Active organizations possess a better position in respect of using market share by active prediction of and preparation for market changes (Walter et al, 2006: 549). Behavioral approach to leadership boundary spanning transaction can significantly predict boundary spanning transaction relationship and behavioral approach to leadership personnel characteristics among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to the commitment.

### **1.3 Behavioral Approach to Leadership Boundary Spanning Transaction Relationship**

Recently, behavioral approach to leadership commitment has been studied in the public, private, and non-profit sectors. Early research focused on defining the concept and current research continues to examine inters organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. Figure 2 shows behavioral approach to leadership aspects.

**Figure 2:** *Behavioral Approach to Leadership Boundary Spanning Transaction Relationship Aspects*

A variety of antecedents and outcomes have been identified in the past thirty years. Researchers have found that age was positively correlated with affective behavioral approach to leadership performance and normative behavioral approach to leadership boundary spanning transaction relationship; but not to continuance commitment.

Behavioral approach to leadership boundary spanning transaction relationship can analysis of factors that can significantly predict job satisfaction and behavioral approach to leadership commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to the commitment. One of the important issues that were raised among behavioral approach to leadership factors was job design. This study is intended that the relationship between behavioral approach to leadership performance and the dimensions of behavioral approach to leadership boundary spanning transaction relationship of different levels of each factor on job satisfaction and behavioral approach to leadership commitment in province rural employees were determined. The dependent variables in this study are behavioral approach to leadership performance and behavioral approach to leadership boundary spanning transaction relationship. These parameters are known as independent variables in behavioral approach to leadership boundary spanning transaction relationship and job characteristics.

Strategic managers must design the organization correctly if it is to be effective for a particular strategy (Fiedler, 1984, 16-19). Because many problems arise when companies become too tall and the chain of command becomes too long. Strategic managers tend to lose



control over the hierarchy, which means that they lose control over their strategies (Salvendy, 1992, 3-5). On the other hand, implementing a strategy successfully depends on selecting the right boundary spanning transaction relationship and control system to match a company's strategy (Fiedler, 1987, 9). The basic tools of strategy implementation behavioral approach to leadership design (Perrow, 2000, 64-78).

Designing the right mix of boundary spanning transaction relationship and control at the business level is a continuation of designing a company's functional departments through integration and differentiation (Harington, 1982, 405). Together the two processes determine how on behavioral approach to leadership boundary spanning transaction relationship will operate and how successfully managers will be able to implement their chosen strategies (Simon, 1957, 19). Having the implemented right boundary spanning transaction relationship and control system for each individual function, the company must then implement the behavioral approach to leadership arrangements so that all the functions can be managed together to achieve business-level strategy objectives (Handy, 1981, 58).

Companies must match their boundary spanning transaction relationships and control systems to their business level strategies if they are to survive and prosper in boundary spanning transaction environments (Howard, 1990, 68). Strategy, Boundary spanning transaction relationship and Performance strongly linked at the business level, companies that do not alter their boundary spanning transaction relationships do not perform as well as those that do (Holland, 1973, 11). Because, the corporate level, the company must choose the boundary spanning transaction relationship and control system that will allow it to operate a collection of business. In short, the profitability of mergers and acquisitions depends on the boundary spanning transaction relationship and control systems that companies adopt to manage them and the way a company integrates them into its existing businesses (Boudreau, 1993, 48-95). In order to determine of role and functions of various departments at industrial organizations (Clard, 2002, 5), the whole boundary spanning transaction relationship of such organizations divides as follows:

- (a) Behavioral approach to leadership boundary spanning transaction creates management. Including top management, members of board and managing director that role of it is coordination between another role that the specification of them will explain at below items (Quinn, 1983, 65-68).
- (b) Behavioral approach to leadership boundary spanning transaction creates boundary spanning transaction relationship (A). Role and function of it is determining of quality, quantity, cost and time of products or services for market in accordance with environment conditions including threats and opportunities (Freeman, 1994, 25-26). This boundary spanning transaction relationship must do determined above items in such a manner that they can take advantage of opportunities and compare or collate with threats of Environment (Cameron, 1996, 51-65). In compliance with famous departments at nowadays-industrial organization, affairs and departments such as engineering research, application engineering, marketing, financial, technological, research and development will put in this boundary spanning transaction relationship place (Carnall, 1998, 45-55).
- (c) Behavioral approach to leadership boundary spanning transaction execution boundary spanning transaction creates relationship (B). For turn of above mentioned

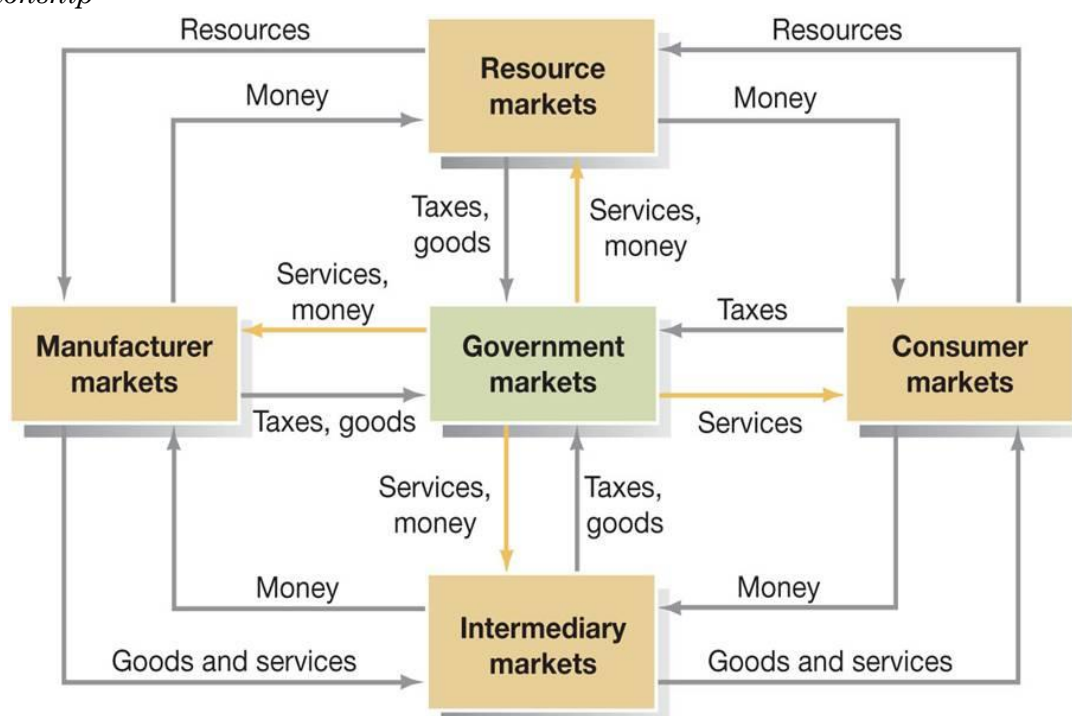
items form potential to actually (Slinchter, 1980, 12-15), the main role of this boundary spanning transaction relationship is change and turn of execution inputs to outputs. Inputs items are including related materials, machines, equipments, men, money, method and etc. The outputs are the same Products or Services that must be like and equal with quality, quantity, cost, time that were determined by create boundary spanning transaction relationship. In according with famous departments in nowadays originations (Schumacher, 1994, 50-65), related affaires such as production, production planning will put in this boundary spanning transaction relationship place.

- (d) Behavioral approach to leadership boundary spanning transaction creates keeper and balancer boundary spanning transaction relationship (C). In order to organize and restore equilibrium (Dichter, 1997, 65-69) of between results of execution and create boundary spanning transaction relationship, a few departments must be responsible for this action (Fiedler, 1974, 19-29). The main role of this type of boundary spanning transaction relationship is the comparison between products or services that they will produce or will presented through execution boundary spanning transaction relationship to market with specifications that were determined through create boundary spanning transaction relationship. In other words, (Sharplin, 2001, 101-150), all of outputs from execution boundary spanning transaction relationship must be equal with specifications and characteristics that determined by create boundary spanning transaction relationship. In the case of un equilibrium for any items for example about quality, quantity, cost or time of products or services, the role of this boundary spanning transaction relationship(Dimock,2002,46-69) is finding of problems and causes of unbalancing for present of it to related boundary spanning transaction relationship or else to top management (Fiedler and Garcia,1987,12-25).
- (e) Behavioral approach to leadership boundary spanning transaction creates supporting boundary spanning transaction relationship (D). The necessary actions about supporting (Binder, 1992, 44-46) of above mentioned boundary spanning transaction relationships are responsible of this boundary spanning transaction relationship. For example, administration, training, personnel, general services and other like affairs must do by this boundary spanning transaction relationship. Such as personnel, administration, training, maintenance and prevention, services, security departments will put in supporting boundary spanning transaction relationship place. Corporate studies undertaken by Brockhaus (1980) and Shapira (1995) explain risk taking as an indispensable part of behavioral approach to leadership boundary spanning transaction relationship, which drives organizations toward success. The boundary spanning transaction relationship encompasses including commitment to a massive amount of capital and personal risk (Memili et al, 2010: 202). Zahra (1993) indicates that risk taking is the arrangements of firm for supporting innovative projects, even when these actions are taken in an uncertain environment. Generally speaking, risk taking capability refers to those activities that increase the capability of an organization in identifying or exploiting market opportunities in order to surpass their competitors (Ergün et al, 2004: 260).

Behavioral approach to leadership performance should have been dependent in their boundary spanning transaction relationship. In particular, managers can expand the boundary spanning transaction relationship through vertical responsibility and control previously responsibilities for management assigned to the staff. To illustrate the facts, behavioral approach to leadership formalization and culture may bring about extra-role behavior in terms of ingratiation or behavioral approach to leadership citizenship behavior among employees.

Finally, Figure 3 shows strategic boundary spanning transaction relationship for industrial organizations.

**Figure 3:** *Behavioral Approach to Leadership Boundary Spanning Transaction Relationship*



Shalley and Gilson (2004) believe that risk taking capability develops creativity in organizations (Das S.R & Joshi M.P, 2007). A risk taking corporate is likely willing to have promotion and behave in a way that results in reinforcement and ultimately in development of novel products and services by the use of the innovative techniques (Das & Joshi, 2007: 649). Behavioral approach to leadership performance should be with a variety of skills and the boundary spanning transaction relationship should be attractive for employees.

In particular, managers should attempt to do their part in a creative manor and create a collection of work list with the extended tasks. Boundary spanning transaction relationship lead to a in a variety of skills and prevent any simple and repetitive work. Also, through development and extension can increase employment boundary spanning transaction relationship variety. In this regard, one has to increase area of boundary spanning transaction relationship, the number of boundary spanning transaction relationship; variety of boundary spanning transaction relationship and the frequency of boundary spanning transaction relationship. Because of boundary spanning transaction relationship, development cause by variety of skills and provides talents flourish among

staff. March and Shapira (1987) claims that boundary spanning transaction relationship can be managing and controlled through risk engineering and risk management. Approving March and Shapira's remarks, Des and Lumpkin (2005) expresses that the managers can examine and evaluate boundary spanning transaction relationship factors, put another way, they should reduce uncertainty and employ helpful techniques for risk management. Therefore, managers can improve boundary spanning transaction relationship instead of admitting a significant level of it (Memili E et al, 2010:202). Kalanton et al (2003) conclude that in an unpredictable situation, there is a positive relationship between corporate boundary spanning transaction relationship taking and developing new products (Das & Joshi, 2007).

Delegate authority and increasing responsibilities of boundary spanning transaction relationship caused to rise of behavioral approach to leadership performance. This action would assist employee to come up new ideas. Also Administrators should give more freedom to lower categories of employees. In order to make suitable decisions related to their work activities; employees should adapt to boundary spanning transaction relationship. Behavioral approach to leadership managers can establish a flexible boundary spanning transaction relationship schedule, create trust space in boundary spanning transaction relationship and respect to employees' opinion, and enhance degree of independence and freedom of action in their job activities. The complexity and sophistication of decision making requires active and dynamic management. Managing various and multifaceted internal activities is only part of the Modern Executive's responsibilities.

## CONCLUSION

A formalized and centralized relationship should develop a high level of behavioral approach to leadership politics among employees. That was due to perception of politics which are important in order to influence the decision-makers i.e. the managerial level staff. While innovative acts pronounce executive phase, boundary spanning transaction relationship dimension emphasizes the grasp of market opportunities for invoking innovation. Assuming that, there is insufficient knowledge for entering the market, he indicates that there are always opportunities to earn unknown profit; therefore, the entrepreneur's task is to seize these commercial opportunities before others. Boundary spanning transaction relationship implicates outrivaling through predicting and taking advantage of new opportunities and markets. It is associated with the modern view that firms are actively after predicting opportunities for development and introduction of new products in order to get boundary spanning transaction relationship advantages and establish environment leadership. The increase of performance quantity depends on determine of boundary spanning transaction relationship place for personnel of organization in accordance with individuals' characteristics that were suggested.

By active and dynamic managing, managers mean their large-scale, future-oriented plans for interacting with the boundary spanning transaction environment to optimize achievement of organization objectives (Bertalanffy, 1963, 22-32). Thus, active and dynamic managing represents an organization's game plan. Although it does not precisely detail all future deployments, it does provide a framework for managerial decisions. Therefore, active and dynamic management reflects an organization's awareness of how to complete, against

whom, when, where, and for what. Based on the evidence reported in the literature it can be concluded that there is no perfect behavioral approach to leadership boundary spanning transaction relationship pattern that fits all large organizations.

For improvement of organization performance, it is better that boundary spanning transaction relationship place of organization were being specified for personnel in compliance with mentioned individuals' characteristics as follows:

- 1) Create boundary spanning transaction relationship place is suitable for personnel with high average values of individuals' characteristics.
- 2) Keeper and Balancer or supporting boundary spanning transaction relationship place is suitable for personnel that they have medium average values of individual's characteristics.
- 3) Execution boundary spanning transaction relationship place is appropriate for personnel's that their average values about individuals' characteristics are low.
- 4) The completely perform of pattern because of existence of various limits in organization were been impossible, and probability, perform of it less than about %70 has not been improvement for performance quantity.

Due to changes of present contemporary and entering to the knowledge-based economy, attention to human resources is considered as the most critical strategic element and most basic way to increase effectiveness and efficiency of the organization. Behavioral approach to leadership relationship is the way of demonstrating responsibility and power are allocated; then the work procedures are carried out among behavioral approach to leadership members. Also behavioral approach to leadership behavior is depending on motive, perception of others, or both. Ingratiation is a negative behavior, such that employees exhibit with some ulterior motives. This is also known as political tactics to influence their superior, with the intention of fulfilling their own personal motives. Boundary spanning transaction relationship, on the other hand, is a genuine extra-role or discretionary behavior that employees engaged in. If managers sense that their subordinates are engaging in ingratiation, instead of boundary spanning transaction relationship, they will then develop a negative perception towards the employees. All of the organizations, before choosing of alternatives for improve of company performance, it is proposed for test and evaluation of the pattern of this research, and if they couldn't receive of suitable results from perform of it, in that case will be free for choosing and selecting another alternative.

In order to performance improvement, it is better that before start or during of behavioral approach to leadership activities, personnel with high value individuals' characteristics put at create boundary spanning transaction relationship place, and personnel with low values put in Execution Boundary spanning transaction relationship Place and rest put in balancer keeper or Supporting Boundary spanning transaction relationship Places.

The organization's immediate external environment possesses a second set of challenging factors.

To deal effectively with all that affects the ability of an organization to grow profitably, executives design. Active and dynamic management (Morgan, 1994, 15-17) processes they feel will facilitate the optimal positioning of the organization in its boundary spanning transaction environment.



Such positioning is possible, because these active and dynamic processes allows more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal or boundary spanning transaction demands (Fiedler, 1996, 54-59). Active and dynamic management defined as the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an Organization. Moreover, it involves the super ordinate goal/s, strategy, boundary spanning transaction relationship, system, style, skill and staff. Organizations cannot be fully centralized or decentralized, but it must be in the form of a hybrid i.e. combination of centralized and decentralized. For this reason, behavioral approach to leadership boundary spanning transaction relationship pattern in any large organization needs to revise from time to time depending on changes may occur in the external and internal environment. Therefore, behavioral approach to leadership boundary spanning transaction relationship pattern is a challenge for managers to identify which relationship provides the most benefits to employees as well as the organization.

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